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SCHEDULE OF EVENTS/CONTACTS

[REDACTED]
To Address the Joint Conference on
Intelligence in Senior Professional Military Education
Monday, 27 June 1988

1700 Depart National Airport

1740

1800 Cocktails/reception

1830 Dinner, dining room

1915 Opening remarks

1920

The Honorable Robert M. Gates
Keynote address
20 minutes of remarks

1940

General Leonard Perroots
Keynote address
20 minutes of remarks

2000 Break

2015 Question and Answer Period

2045 Adjournment

2100 Depart

2140 Arrive

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23 June 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: William M. Baker
Deputy Director, Public Affairs Office

SUBJECT: Address of the Joint Conference on Intelligence
in Senior Professional Military Education

1. This is background information to give the keynote address at the Joint Conference on Intelligence in Senior Professional Military Education (PME) [redacted] on Monday, 27 June at 1920. You are also asked to attend the cocktail-reception and dinner. General Leonard Perroots will accompany you on the plane. Since most of the attendees will be coming directly from their offices, the dress for the occasion is a business suit or uniform. However, some attendees may be in sport shirts. Phone: secure [redacted]

2. Arrangements for the Joint Conference on Intelligence in Senior Professional Military Education, [redacted] Conference
Coordinators [redacted] will meet you at the plane site and escort you to [redacted] cocktail-reception in the lounge at 1800. Dinner will be served at 1830 in the dining room. CIA Adviser to the Commander at the Air University [redacted] will give a few opening remarks and introduce you. Your remarks are scheduled to begin at 1920 and the suggested format is 20 minutes of remarks. [redacted] will then introduce General Perroots who is also scheduled to speak for 20 minutes. After a short break, a 30-minute question and answer period that will be shared by both you and General Perroots will follow. Adjournment will be at 2045. (See tab for agenda.)

You will be seated at the dinner table with the following:

General Leonard Perroots
[redacted]

Ms. Helene Boatner
[redacted]

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A podium and microphone will be available. The entire program will be taped by the conference including your remarks. The classified version will be distributed to all attendees and commanders of the senior schools. If at all feasible, the conference wishes to publish an unclassified version which would be sent to the Intelligence Community.

Audience: You can expect an audience of 33 senior military and intelligence officers. (See tab for list of attendees and available biographies.)

Background: The Agency has supported the Senior PME for approximately 20 years by assigning high-ranking agency officers to the staff and faculties of the senior schools and providing them with guest speakers. The senior schools include the Air University, Air War College, Army War College, National Defense University, National War College, Naval War College, Defense Intelligence College, and the Industrial College of the Armed Forces. Our intelligence publications are made available to them for use in briefings, regional studies, and wargaming. We answer many requests from the faculty and students for specific information on a wide range of topics. The Agency also benefits since our officers gain a broadened knowledge and deeper insights from association with the faculty, staff and students of the schools.

The mission of this conference of intelligence advisers/representatives and the deans of National Defense University and the Army, Naval and Air War Colleges is to develop a joint approach to the role of intelligence in senior PME and to examine the possibility of improving further the intelligence support provided to our senior schools. Working groups will be tasked to formulate a joint approach to intelligence in PME. Such topics as the changing subject matter of intelligence, should there be greater intelligence input into strategic and regional studies, and the critical role of intelligence in wargaming will be discussed. (See background tab for further information.)

The classification of the Conference is TOP SECRET. Several of the attendees are not cleared for codeword.



William M. Baker

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JOINT CONFERENCE ON INTELLIGENCE
IN SENIOR PROFESSIONAL MILITARY
EDUCATION

27-29 JUNE 1988

27 JUNE

1530 - Assemble at DCA, Depart for Conference Center
1640 - ETA at Conference Center
1645 - 1730 Room Assignments, Admin Details
1730 - Security Briefing
1800 - Cocktails
1830 - Dinner
1915 - Introduction to the Conference:

1920 - 2000 Keynotes:
1920-1940 Why CIA Support to PME: Address by -
Honorable Robert M. Gates
Deputy Director of Central Intelligence
1940-2000 Intelligence and PME: Address by -
Lieutenant General Leonard Perroots,
Director, Defense Intelligence Agency
2000 - 2015 Break
2015 - 2045 Question and Answer Period
2045 - Social Time

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28 JUNE

0700 - Breakfast

0800 - 0830 Plenary Session: A Charge to the Conferees--
General Perroots

0830 - 0845 Break

0845 - 0915 Current and Future Problems: Address by -
Ms. Helene Boatner
Director Office of Leadership Analysis

0915 - 0945 An Intelligence Manager's Perspective;
Address by -

Assistant Deputy Director for Research
DIA

0945 - 1000 Break

1000 - 1030 Question and Answer Period

1030 - 1045 Break

1045 - 1200 Intelligence at the Senior Schools:
Report by the Advisors,
Civilian and Military

(Intelligence Briefings, Intelligence
Elective or Core Courses, Support to
Wargaming, other forms of Intelligence
Support)

-- Army War College
-- Naval War College
-- Air University
-- National Defense University

1200 - 1330 Lunch

1330 - 1430 Perspectives of the Deans

(The role of Intelligence in the core
curriculum; how much, what kinds,
by whom)
Senior Service Schools

1430 - 1445 Break

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1445 - 1500

Summary Remarks -- The Conference to this Point

1500 - 1630

Working Groups -

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(Three groups of equal size, each to include a dean and military and civilian intelligence advisor. If possible, each group to include a Service Intelligence Chief as an observer).

Discussions should focus on -

(but by no means be limited to) the development of a joint approach to intelligence in PME.

Topics for consideration could include the program of intelligence briefings on topics that are not "service-specific;" ways to improve support to wargaming (e.g., are we really playing "blue-versus-blue?"); intelligence in core courses and regional studies; intelligence as a "force multiplier," and some evaluation of "how much is enough for whom"--i.e. how much is need-to-know and how much is nice-to-know, and can (should) the two be separated.

1630 - 1800

Free time

1800

Cocktails

1830 - 1930

Dinner

1945 - 2100

Panel Discussion: Views of the Service Intelligence Chiefs

29 JUNE

0700

Breakfast

0800 - 0915

Plenary Session: Intelligence as an Academic Discipline

--The CIA Approach to Intelligence Education and Support to PME-- Address by -

Director of Training and Education, CIA

Intelligence Education, PME and PGIP--
Address by -

James Lucas

Dean, the Defense Intelligence College

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0915 - 0930

Break

0930 - 1015 Special Concerns for the Future:
LIC and Special Operations
(Speaker - TBD)
The Honorable John Marsh, Secretary of the Army

1015 - 1030 Break

1030 - 1200 Working Groups

1200 - 1300 Lunch

1300 - 1430 Working Groups prepare report and proposals
for final plenary.

1445 - 1530 Final Plenary Session: Working Groups report
back.

1530 - 1600 Wrap-up; proposals for a joint approach and
follow-up action.

1600 Conference Adjourns

1600 - 1630 Check-out, final Admin procedures

1630 ETD for DCA

1730 ETA DCA

1730 - 2100



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Biography

United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330-1000

LIEUTENANT GENERAL LEONARD H. PERROOTS

Lieutenant General Leonard H. Perroots is director of the Defense Intelligence Agency, Washington, D.C.

General Perroots was born April 24, 1933, in Morgantown, W.Va., where he graduated from St. Francis High School in 1950. He received a bachelor of science degree in history from West Virginia University in 1955 and a master's degree in international affairs from George Washington University in 1975. The general completed Squadron Officer School in 1960, Strategic Intelligence School in 1961 and the National War College in 1975, all as a distinguished graduate.

He received his commission through the Reserve Officer Training Corps program at West Virginia University and entered active duty in May 1955 as a squadron intelligence officer for the 95th Fighter-Interceptor Squadron, Andrews Air Force Base, Md. General Perroots then was assigned to the 59th Fighter-Interceptor Squadron at Goose Air Base, Labrador, as an intelligence officer. In February 1959 he transferred to the Combined Services Support Group at Stead Air Force Base, Nev. After attending Squadron Officer School from August until December 1960, General Perroots returned to Stead Air Force Base and served as chief of the Combined Services Support Program.



From May 1962 to May 1965 he was assigned to Headquarters Alaskan Air Command, Elmendorf Air Force Base, Alaska, as chief of the Operations Intelligence and Training Division, Office of the Director of Intelligence.

General Perroots then transferred to Headquarters U.S. Air Force, Washington, D.C., as chief of the Current Intelligence and Briefing Branch, Directorate of Estimates, Office of the Assistant Chief of Staff for Intelligence. In June 1969 he was assigned as chief, Combat Analysis Division, Directorate of Targets, Office of the Deputy Chief of Staff for Intelligence, Headquarters 7th Air Force, Tan Son Nhut Air Base, Republic of Vietnam.

After returning to the United States in August 1970, he again was assigned to the Air Staff as chief of the Operational Intelligence Division. During this period General Perroots' tour of duty was interrupted by special projects directed by the Air Force chief of staff and Joint Chiefs of Staff in support of Linebacker II bombing operations in Southeast Asia and fact-finding requirements associated with the Middle East war. His Air Staff duties included briefing the White House staff, congressional committees, secretary of defense, Joint Chiefs of Staff, secretary of the Air Force and Air Force chief of staff. After graduating from the National War College in September 1975, General Perroots was assigned to Headquarters Tactical Air Command, Langley Air Force Base, Va., as director of operations intelligence. In February 1978 became deputy chief of staff for intelligence. From September 1980 to May 1985 he was assigned to Headquarters U.S. Air Forces in Europe, Ramstein Air Base, West Germany, first as assistant deputy chief of staff for operations intelligence and later as deputy chief of staff for intelligence. The general then became assistant chief of staff for intelligence at Air Force headquarters and commander of the Air Force Intelligence Service, Washington, D.C. He assumed his present duties in October 1985.

His military decorations and awards include the Distinguished Service Medal, Legion of Merit with two oak leaf clusters, Bronze Star Medal, Air Force Commendation Medal with one oak leaf cluster, Joint Meritorious Unit Award, Air Force Outstanding Unit Award with one oak leaf cluster, National Defense Service Medal, Vietnam Service Medal with four service stars, Air Force Overseas Ribbon-Short with one oak leaf cluster, Air Force Overseas Ribbon-Long with one oak leaf cluster, Republic of Vietnam Gallantry Cross with Palm,

(Current as of February 1988)

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Republic of Vietnam Campaign Medal, the Cross of Honor (in gold) of the Federal Republic of Germany Armed Forces, and Republic of Korea Order of National Security Merit, Gugseon Medal.

He was promoted to lieutenant general Oct. 1, 1985, with same date of rank.

General Perroots is married to the former Mary Slavensky of Morgantown, W.Va. They have five children: Sharon, Leonard Jr., Steven, Barbara and John.

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BIOGRAPHICAL SKETCH

UNITED STATES SPECIAL OPERATIONS COMMAND

PUBLIC AFFAIRS OFFICE MACDILL AFB, FL. 33608-6001

(813) 830-4600

COLONEL CHARLES A. WILLIAMSON

Colonel Charles A. Williamson is Deputy Director of Intelligence, J2, United States Special Operations Command, MacDill Air Force Base, Florida.

Colonel Williamson was born in Lakewood, Ohio, on 25 July 1942. He received a Bachelor of Arts Degree in Speech from Miami University in 1964 and a Master of Arts Degree in Communication from Michigan State University in 1972. Colonel Williamson completed Squadron Officer School and Air Command and Staff College by correspondence in 1968 and 1978 respectively, and graduated from NATO Defense College in 1985.

Colonel Williamson received his commission in the U.S. Air Force as Reserve Officer Training Corps Distinguished Military Graduate in 1964. Upon completion of air intelligence officer training at Goodfellow Air Force Base, Texas, and Lowry Air Force Base, Colorado, he was assigned to the 347th Tactical Fighter Wing, Yokota Air Base, Japan, supporting F-105 and F-4 operations from 1966 to 1969 as a squadron and wing intelligence officer. His next assignment was as Chief, Operations Intelligence, with the 366th Tactical Fighter Wing "Gunfighters" at DaNang Air Base, Republic of Vietnam, from 1969 to 1970. Returning to the United States, Colonel Williamson served as an intelligence plans officer at 19th Air Force, Seymour Johnson AFB, NC, an intelligence analyst at the Defense Intelligence Agency, Washington, D.C., where he also completed the Defense Intelligence College Postgraduate Intelligence Course and as Chief, Psychological Operations Branch, USAF Special Operations School, Hurlburt Field, FL. In 1978, he was assigned to the Organization of the Joint Chiefs of Staff, J-3, Special Operations Division at the Pentagon as a special operations planner, and in 1981 to Detachment 003, Air Force Technical Assistance Group, Bolling AFB, D.C., as a psychological warfare operations officer.

Following his graduation from NATO Defense College in 1985, Colonel Williamson was assigned to HQ, Tactical Air Command, Langley AFB, VA, as Director of Intelligence Applications where he was responsible for command intelligence targeting, plans, unit assistance, and manpower and personnel functions. He assumed his present duties in September 1987.

Colonel Williamson's military decorations include the Defense Superior Service Medal, Bronze Star Medal, Meritorious Service Medal with three oak leaf clusters, Joint Commendation Medal, and the Air Force Commendation Medal.

He assumed the rank of colonel on 1 september 1984.

Colonel Williamson is married to the former Patricia Ann Wright of Norman, Oklahoma. They have four children: Marc, Kimberly, Carey, and Kathy.

(Current June 1988)

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(Current June 1988)



Biography

United States Air Force

Secretary of the Air Force, Office of Public Affairs, Washington, D.C. 20330-1000

MAJOR GENERAL C. NORMAN WOOD

Asst. chief of staff, Intelligence, US Air Force. In his previous assignment he was

Major General C. Norman Wood is director of intelligence (J-2), Headquarters U.S. European Command, Stuttgart-Vaihingen, West Germany.

General Wood was born March 7, 1938, in Dallas. He received a bachelor's degree in personnel management from the University of Texas in 1960 and a master's degree in public administration from Auburn University in 1974. The general completed Squadron Officer School in 1964, Air Command and Staff College in 1974, and the National War College in 1979. He graduated from the Executive Seminar in National and International Security at Harvard University.

The general entered the Air Force in August 1960 and received his commission upon graduation from Officer Training School at Lackland Air Force Base, Texas, in November 1960. He is the first graduate of the school to become a general officer. He began undergraduate navigator training at James Connally Air Force Base, Texas, where he received his navigator wings in July 1961. He then was assigned to electronic warfare officer school at Keesler Air Force Base, Miss.



In July 1962 he began his flying career with the Strategic Air Command's 55th Strategic Reconnaissance Wing as an electronic warfare officer in RB-47s at Forbes Air Force Base, Kan. From August to November 1967 he was assigned to Detachment 1, 3rd Air Division, at Yokota Air Base, Japan, flying RC-135s. The unit then moved to Kadena Air Base, Okinawa, becoming the 82nd Strategic Reconnaissance Squadron. General Wood was an instructor electronic warfare officer on a crew with the squadron until February 1969. During this time he logged more than 1,000 combat hours in Southeast Asia.

His primary flying duties ended in February 1969, when he was assigned to the 544th Aerospace Reconnaissance Technical Wing at Offutt Air Force Base, Neb. He served, initially, on loan to SAC headquarters as an intelligence watch officer in the Warning Center. Later he became the Soviet offensive naval weapons analyst. In January 1970 he was assigned to SAC headquarters as chief, Current Intelligence Branch, Office of the Deputy Chief of Staff, Intelligence.

In April 1972 he was assigned to Saigon, Republic of Vietnam, as an action officer in the Plans, Training and Management Division, J-2, Headquarters Military Assistance Command, Vietnam. In July 1972, when 7th Air Force headquarters combined with the Military Assistance Command headquarters, General Wood became chief of the Defense Analysis Branch, J-2, Headquarters Military Assistance Command, Vietnam, with dual responsibilities as chief of the Operational Intelligence Division for 7th Air Force headquarters. He was responsible for analysis of surface-to-air missile, anti-aircraft artillery and aircraft threats throughout Southeast Asia as well as the daily current intelligence briefing for the 7th Air Force commander. General Wood also briefed air intelligence at the weekly briefing to the Military Assistance Command-Vietnam commander, the U.S. ambassador to Vietnam, the Vietnamese air force commander, and the Vietnamese joint general staff.

(Current as of March 1988)

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After his tour of duty in the Republic of Vietnam, General Wood completed Air Command and Staff College as a distinguished graduate. He began an Air Staff tour of duty in Washington, D.C., in 1974 as an action officer in the Coordinated Action Plans Division of the Directorate of Doctrine, Concepts and Objectives. In this capacity he co-authored the military potential volume of the Air Staff study "New Horizons II" and was the Air Staff representative to Air Force Systems Command's analysis of the Air Force role in space. In October 1975 he became executive officer in the Office of Air Force History.

General Wood graduated from the National War College in June 1979 and returned to Offutt Air Force Base as deputy commander for operations, 544th Strategic Intelligence Wing. He took command of the wing in May 1980. From October 1981 to June 1982 the general served as assistant deputy chief of staff for intelligence at Strategic Air Command headquarters. He then became executive director of the president's Foreign Intelligence Advisory Board, the White House, Washington, D.C. In January 1984 General Wood became deputy director for the National Strategic Target List, Joint Strategic Target Planning Staff, Offutt. He became the deputy assistant chief of staff for intelligence at U.S. Air Force headquarters in May 1985. He assumed his present duties in September 1986.

The general is a master navigator with 3,400 flying hours and wears the Missile and Presidential Service badges. His military decorations and awards include the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit, Distinguished Flying Cross, Bronze Star Medal, Meritorious Service Medal with one oak leaf cluster, Air Medal with nine oak leaf clusters, Joint Service Commendation Medal and Air Force Commendation Medal with two oak leaf clusters.

He was promoted to major general July 1, 1987, with same date of rank.

General Wood and his wife, the former Elizabeth Burwell Dillard of Dunnsville, Va., have one daughter, Elizabeth.

Attendees:

CAX/CAI

Joint Conference on Intelligence in Senior PME,
27-29- June 1988

1. All administrative arrangements for the conference are now in place, and we need only to share with you some thoughts on the substantive issues at hand.

2. The conference had its genesis in a memorandum that we sent to Bob Gates on 28 January, in which we wrote:

"It is abundantly clear that the great majority of students entering our senior service schools are not well versed in the capabilities and limitations of intelligence, national or departmental. More often than not, their knowledge runs from rudimentary at worst to imperfect, and perhaps skewed, at best. While they are exposed to intelligence during the student year, the exposure--particularly as it pertains to national security and to war-fighting--varies from school to school. Much of the input necessarily focuses on problems that are "service-unique."

This situation strongly suggests the need to develop a joint approach to the role of intelligence in senior PME and to examine the possibility of improving still further the intelligence support provided to our senior schools. A conference of the intelligence advisors/representatives and the deans of National Defense University and the Army, Naval and Air War Colleges would constitute a major step in meeting these objectives."

3. We proposed that the conference focus on those topics that you see reflected in the agenda. The reports from the schools and the perspectives of the deans are designed to identify intelligence support functions that are common to all schools, and those that are "service unique," and to assess the role that intelligence plays in the core curriculum of each school.

4. The real work of the conference will take place in the working groups, where the basic task will be to formulate a joint approach to intelligence in PME. To expand somewhat on the items listed on the agenda (1500-1630, 28 June), you might want to consider:

--the changing subject matter of intelligence -- and therefore of briefing programs -- in the post-INF environment; what will the students need to know about areas and topics not now being covered;

--should there be greater intelligence input into strategic and regional studies? In what specific areas, and to what extent can you understand Soviet strategy and the changes therein through unclassified readings; should there be increased emphasis on the role of intelligence in special operations and low-intensity conflict;

--the critical role of intelligence in war-gaming, and particularly the nature and extent of "red-side" and third-world input (are we really playing blue-versus-blue?).

—Out of your deliberations on these and related topics, we believe that a solid joint approach to intelligence in senior PME will emerge.

5. A list of the three working groups is attached. To the extent possible, we have arranged for each to be co-chaired by an intelligence representative and a dean, and to mix the participants so as to facilitate "cross fertilization" in the exchange of ideas.

6. This will be our final written communication before the conference. If you have any questions or need any assistance, please call one of us at Maxwell (AUTOVON 875-7315 or 2819 -- commercial (205) 293-7315 or 2819) through 22 June. Thereafter, call Kendra at the number listed in your classified letter.

7. We look forward to seeing you at the conference, and thanks for your participation.

[redacted]
CIA Advisor to the
Commander, Air University

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[redacted]
Military Intelligence Advisor to the
Commander, Air University

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File

AU/CAX
26 Jan 88

MEMORANDUM FOR: Honorable Robert M. Gates
Deputy Director of Central Intelligence

SUBJECT: Proposed Conference on Intelligence in Senior
Professional Military Education

1. It is abundantly clear that the great majority of students entering our senior service schools are not well versed in the capabilities and limitations of intelligence, national or departmental. More often than not, their knowledge runs from rudimentary at worst to imperfect, and perhaps skewed, at best. While they are exposed to intelligence during the student year, the exposure--particularly as it pertains to national security and to war-fighting--varies from school to school. Much of the input necessarily focuses on problems that are "service-unique."
2. This situation strongly suggests the need to develop a joint approach to the role of intelligence in senior PME and to examine the possibility of improving still further the intelligence support provided to our senior schools. A conference of the intelligence advisors/representatives and the deans of National Defense University and the Army, Naval and Air War Colleges would constitute a major step in meeting these objectives.
3. We propose, therefore, that the first such conference be convened in late April 1988, preferably at a secure facility in or near Washington, or failing that, at the Air University's Wargaming Center, Maxwell AFB.
4. In addition to the intelligence advisors and the deans of the senior schools, we would propose also to include the dean of the Defense Intelligence College. We would also invite, as speakers and observers, senior officers from the national intelligence community and the service intelligence chiefs.
5. The conference would concentrate on the following topics:
 - a) Intelligence support functions common to all the schools and those that are unique;
 - b) Intelligence briefing programs: who briefs on what and when; are there significant areas not being treated;

c) The critical role of intelligence in wargaming; the nature and extent of "red-side" and third-world input;

d) Intelligence in the core curricula--the views of the deans;

e) The proper role of intelligence in PME; perspectives of service intelligence chiefs and national community representatives.

6. Three days should suffice for the conference. We anticipate attendance by 15-20 full-time working participants, and about 6-10 guests.

7. Unless you direct otherwise, we will proceed with arrangements for the conference.

[redacted]
CIA Advisor to the
Commander, Air University

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[redacted] Colonel, USAF
Military Intelligence Advisor to the
Commander, Air University

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cc: DDI
D/OT&E



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR UNIVERSITY
MAXWELL AIR FORCE BASE AL 36112-5001

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Honorable Robert M. Gates
Deputy Director of Central Intelligence
Central Intelligence Agency
Washington DC 20505

Dear Bob

A copy of the proposed agenda for the conference on intelligence and senior PME is attached for your information and any comments you'd care to make.

The title of your keynote address is not designed to tie you down, of course. It simply reflects our thinking that this is the best way to underline the seriousness of the conference. We'd like the participants to hear, straight from the DDCI, why the Agency invests a great deal of time, energy, and money in supporting the senior schools. The fact that we do so, and that we have been assigning our high-paid help to the faculties and staffs for the past 20 years indicates the importance we attach to PME. There are pay-offs both in the educational process and in the future.

Would you be comfortable with that kind of "spin on the ball?" Please let me know.

If your schedule permits, we'd be pleased to have you stay overnight, and open the session on 28 June with our charge to the conferees--what you would like to see us accomplish. This could be done at the end of the evening session on 27 June if you are unable to stay.

I've sent copies of the agenda to Dick Kerr and for vetting with DDI and OTE, and to our folks at the other schools. We are preparing a packet of background materials for the participants which we'll send along in late April or early May.

At this point, things look very good indeed. All the participants are enthusiastic, and we are especially appreciative of the strong support from Headquarters.

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I look forward to hearing from you and to seeing you in June.

Sincerely



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